

**BY ORDER OF THE
COMMANDER, ARIZONA AIR NATIONAL GUARD**

**AIR NATIONAL GUARD INSTRUCTION 36-2502
AZ ANG SUPPLEMENT 1**

3 NOVEMBER 2014

Personnel

PROMOTION OF AIRMEN



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publication will be made available for downloading on the JFHQ Public Internet located at www.az.ang.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: JFHQ-AZ ANG/CCM

Certified by: JFHQ-AZ ANG/DS
(Col Randall L. Inman)

Supersedes: AZ ANG Supp 1, 25 October 2011

Pages: 22

This supplement to Air National Guard Instruction (ANGI) 36-2502, *Promotion of Airmen*, establishes local requirements and forms regarding promotion in the Arizona Air National Guard (AZ ANG). Issue of supplements to this by subordinate units is prohibited unless specifically authorized by JFHQ-AZ ANG. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with AFRIMS Records Disposition Schedule (RDS) located at <https://afrims.amc.af.mil/rds series.cfm>.

ANGI 36-2502, 17 June 2010, is supplemented as follows:

SUMMARY OF CHANGES

This change incorporates and clarifies previous supplements for consideration and submission of E-7 through E-9 promotions for members of the Arizona Air National Guard. A margin bar (|) indicates newly revised material.

1.2. Who May Promote Airmen.

1.2.2. The Adjutant General retains authority for final approval of all promotions to grades E-7 through E-9.

1.2.3. Authority to promote up to the grade of E-6 is delegated to the wing commanders. The respective servicing FSS will process the AF Form 2096 affecting promotions of enlisted personnel through the rank of Technical Sergeant (E-6), including Officer Commissioning Program Promotions to the rank of Staff Sergeant (E-5).

1.4. Actions Required Prior to Promotion Approval.

1.4.3. Commanders must ensure members present a professional military image/appearance per AFI 36-2903, *Dress and Appearance of Air Force Personnel*, regardless of a passing fitness score. A current fitness test with a passing score will be included in the promotion package.

1.4.4. Commanders should review members' current Evaluation and/or Performance Feedback (ACA) Worksheet as part of their promotion nomination to the grades of E-7 through E-9.

1.4.5. Commanders should review and ensure nominees have a history of federal decorations commensurate with their rank and assignments.

1.6. Administrative Procedures.

1.6.1.1. Promotion nominations for grades E-7 through E-9 will be submitted on an AGO Form 3, *Promotion Request*, with input and full concurrence from the nominee and his/her immediate supervisor; reference **Attachment 3**.

1.6.1.2. (Changed) No later than the Monday prior to a promotion board, the servicing FSS will forward the below promotion documentation for all E-7 through E-9 nominees recommended for promotion, to JFHQ-AZ ANG, or the nominee will be ineligible to meet the promotion board. **Late or incomplete packages will not be accepted.**

- a) Current passing score and complete historical *Fitness Score Sheet*
- b) AGO Form 3
- c) Current MilPDS *Records Review Report on Individual Personnel* (RIP)

If applicable

- d) Signed Request For AGR Control Grade worksheet (**Attachment 2**)
- e) Signed NGB 36-11
- f) Signed Retraining Promotion Program Statement of Understanding (Attachment 3 in ANGI 36-2502)
- g) For E-7 state promotion boards, the names of the board president and board members

1.6.1.3. (Added) Upon conclusion of the promotion board, the servicing FSS will forward the below signed promotion documentation:

- a) Signed Service Agreement
- b) Signed AGO Form 3

1.6.1.4. (Added) A promotion recommendation can be disapproved at any level. The member's AGO Form 3 will be annotated as such and signed by the level disapproving the promotion. Consideration for subsequent promotion nominations are at the discretion of the wing commander, with a minimum of six months before the member is eligible to meet another promotion board. Second time nonrecommendations will not be eligible to meet a board for a minimum of one year.

1.6.2. (Changed) Not to exceed 10 working days of receiving a complete and signed promotion package, JFHQ-AZ ANG will publish and distribute promotion orders to the wings. Only approved promotions to grades E-7 through E-9 will be announced on orders issued by JFHQ-AZ ANG. Upon receipt of a published promotion order, commanders are encouraged to make formal announcements and promote members at a public event, such as Commander's Call or formation.

1.8. State Promotion Boards.

1.8.1. (Changed) E-7 state promotion boards may occur at both wings in the same quarter; however, only one E-8 and/or E-9 state promotion board will convene per quarter. Board location will be determined by the State Command Chief. Boards will be conducted in a fair and impartial manner, reviewing pertinent records and interviewing those nominated to evaluate their professional qualifications for promotion. The uniform for all individuals on the board and those meeting the board is the service dress uniform, including all federal and state ribbons. Uniforms for board members and individuals meeting the board will comply with AFI 36-2903.

1.8.1.1. (Changed) State promotion boards will be held quarterly during the Unit Training Assembly (UTA) in the months of January, April, July and October. Out-of-cycle promotion boards to consider those individuals with unique or exigent circumstances must be requested through the FSS to the State CCM. If approved, board members and nominee must be in a military status. Any out-of-cycle promotion boards will occur after the normally scheduled promotion board, not before. To initiate required promotion boards, the servicing FSS should establish a suspense date to receive complete promotion nomination packages.

1.8.1.2. (Added) For E-8 and E-9 state promotion boards, JFHQ-AZ ANG will provide written notification to each Wing's FSS listing the personnel scheduled to meet the promotion board. The notification will include the date, time, location, and the point of contact at JFHQ-AZ ANG. Each Wing's FSS will provide written notification to the individuals scheduled to meet the board. JFHQ-AZ ANG will ensure an area suitable for conducting formal promotion boards is available and will provide board members a detailed briefing on their responsibilities. Promotion board folders will be provided to the board president and board members by JFHQ-AZ ANG.

1.8.1.3. (Changed) Members who were previously involuntarily demoted (for cause demotions) must meet a state promotion board before being promoted. Members voluntarily demoted are not required to meet a state promotion board for the same grade held as long as they previously met an Arizona state promotion board within the last five years.

1.8.2. Board composition will be as indicated below:

1.8.2.1. Promotion boards for grades E-7 through E-9 are mandatory. The board will consist of three members. For promotions to Master Sergeant (MSgt) and Senior Master Sergeant (SMSgt), the board president will be a CMSgt. The grade of the other board members must be equal to, or greater than, the grade for which the individual is considered. For promotion to Chief, the board will consist of three Chief Master Sergeants (CMSgt). The president will be the State Command Chief or his/her designee. There should be no direct supervisors of the nominee on the board.

1.8.2.1.1. (Added) Promotion boards for grades E-8 and E-9 will be comprised of members from both wings and/or JFHQ.

1.8.2.2. Board members will rate each nominee. The minimum score required for promotion is 70 points for Master Sergeant, 75 points for Senior Master Sergeant, and 80 points for Chief Master Sergeant. The maximum allowable score is 100 points. The final score is determined by averaging the score of all three board members. Nominees are graded (in maximum points) on their oral expression (70 points), leadership potential (10 points), military bearing (10 points), and dress and appearance (10 points).

1.8.2.3. (Changed) Preferred study materials for state promotion board interview questions are AFI 36-2618 and AFPAM 36-2241. Additionally, an Airman's overall career experience should have prepared him/her to be able to answer the leadership and supervisory questions that will make up the interview. The questions in **Attachment 4** can assist in providing direction for areas of study. Each oral question is graded on a scale of 1 through 7 (1 is a poor response and 7 outstanding). Leadership potential, military bearing and dress and appearance are rated on a scale of 1 to 10 (1 is poor and 10 outstanding).

1.8.2.4. (Added) The state promotion board question bank for E-7 is maintained at each Wing's FSS and is not to be available for public viewing. The state promotion board question banks for E-8 and E-9 are maintained by the State Command Chief. Ten questions are randomly generated for each promotion board. The board must ask the same questions of each nominee interviewing for the same rank.

1.8.2.5. (Changed) The board will provide feedback to all individuals meeting state promotion boards. Members not attaining the minimum score are provided feedback addressing specific weaknesses and recommendations for improvement. The board will document the concurrence/non-concurrence on the AGO Form 3.

1.8.2.6. Board determinations are made by simple majority; if one or more members have strong dissenting comments, those written comments are forwarded to the wing commander.

2.1. Eligibility Factors.

2.1.7. Promotions of Active Guard Reserve (AGR) personnel to Senior Master Sergeant (E-8) and Chief Master Sergeant (E-9) require controlled grades. Units will obtain prior written approval from the Human Resource Office–AGR (HRO–AGR) and through JFHQ-AZ ANG (**Attachment 2**) before recommending an AGR member for promotion to Senior Master Sergeant and Chief Master Sergeant.

2.1.7.1 (Removed)

3.5. Exceptional Promotion Program (EPP). This program is overseen by the State Command Chief Master Sergeant of the Arizona Air National Guard.

3.5.1.2. Flight/squadron/group/wing commander(s) will:

3.5.1.2.1. (Changed) Identify, evaluate and nominate eligible Drill Status Guardsmen for EPP consideration when appropriate. The nominee should have a history of federal decorations commensurate with their rank and assignments (an AF Achievement Medal or higher). It is expected that Airmen being considered for EPP would have at least two federal decorations.

3.5.1.2.2. Prepare EPP nomination forms as outlined in paragraph 3.5.2. and forward nominations through appropriate channels to the host wing FSS/FSMPD.

3.5.2. Along with the required items listed in ANGI 36-2502, the nomination package must include the following:

3.5.2.1. (Changed) An AF Form 1206, *Nomination for Award*, will be written with input and full concurrence from the nominee, limited to 30 lines including headers and in bullet format with no spaces. Bullets will address these focus categories from ANGI 36-2502: Leadership/Job Performance in Primary Duty, Significant Self Improvement and Base/Community Involvement. All bullets will reference only actions/events that have occurred since current Date of Rank.

3.5.2.4. A completed Arizona EPP Checklist (**Attachment 5**).

3.5.2.5. The wing CCM's letter of recommendation, which must be endorsed by the wing commander.

3.5.2.6. A current passing score and complete historical Fitness Assessment Sheet.

3.5.2.7. (Moved to 3.5.2.11.)

3.5.2.8. (Moved to 3.5.1.2.1.)

3.5.2.9. (Added) A Statement of Understanding as outlined in Attachment 6 of ANGI 36-2502.

3.5.2.10. (Added) An official Air Force 5x7 photo in jpg format, no larger than 500kb. Photo and uniform requirement will be full length, short sleeve blue shirt, name tag, all ribbons and badges, no tie/tab.

3.5.2.11. Completed nominations are forwarded in accordance with the annual EPP memorandum from the State Command Chief. **Late or incomplete packages will not be accepted.**

3.5.3. (Changed) Considering exclusive recommendations of the State CCM, the Commander, AZ ANG will formally appoint members to the EPP State Promotion Board. A formal board is convened at state headquarters each year between May and July on the scheduled Unit Training Assembly for JFHQ-AZ ANG. The board will consist of three voting Chief Master Sergeants and one non-voting HRA or EEO representative. Neither the State CCM nor Wing CCMs will serve on the EPP State Promotion Board. As representatives of the enlisted force, they must remain neutral in competitive career progression programs. Their position of prominence provides a forum to address concerns of the enlisted force on the conduct of EPP State Promotion Boards.

3.5.3.1. The EPP State Promotion Board will be held at state headquarters in a formal setting. The uniform for all individuals on the board and those meeting the board is the service dress uniform, including all federal and state ribbons. Uniforms for board members and individuals meeting the board will comply with AFI 36-2903.

3.5.3.2. JFHQ-AZ ANG will provide written notification to Wing CCMs and each host wing FSS, listing the personnel scheduled to meet the promotion board. The notification will include the date, time, location, uniform requirement, and the point of contact at JFHQ-AZ ANG. JFHQ-AZ ANG will also provide written notification to the individuals scheduled to meet the board. JFHQ-AZ ANG will ensure an area suitable for conducting formal promotion boards is available and will provide board members a detailed briefing on their responsibilities. Promotion board folders will be provided to the board president and board members by JFHQ-AZ ANG.

3.5.3.3. Nominees are graded on their oral expression (60 points), their completed AF Form 1206 (30 points), and military bearing and appearance (10 points), for a total score of 100 points. The minimum average score for promotion to Senior Master Sergeant is 75 points; promotion to Chief Master Sergeant will require a total minimum average score of 80 points. The board will forward recommendations to the State CCM, who will then forward recommendations to the Commander, AZ ANG. EPP promotion orders will be published upon final NGB approval.

4.1. Prescribed forms.

AGO Form 3, *Promotion Request*

4.2. Adopted forms.

AF Form 1206, *Nomination for Award*

AF Form 2096, *Classification/On-The-Job Training Action*

EDWARD P. MAXWELL, Brig Gen, AZ ANG
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 33-360, Publications and Forms Management

AFI 36-2903, Dress and Personal Appearance of Air Force Personnel

AFI 36-2905, Fitness Program

ANGI 36-2502, Promotion of Airmen

ANGI 36-2627, Airman and NCO Performance Feedback System

AFMAN 33-363, Management of Records

ANG Force Management Handbook, Guide for State Headquarters and FSS Personnelists

DoD 5400.7, Freedom of Information Act

DoD 5400.11, DoD Privacy Act Program

Abbreviations and Acronyms

ACA – Airman Comprehensive Assessment

AFI – Air Force Instruction

AFPAM – Air Force Pamphlet

AFRIMS – Air Force Records Information Management System

AFSC – Air Force Specialty Code

AGR – Active Guard and Reserve

ANG – Air National Guard

ANGI – Air National Guard Instruction

AZ ANG – Arizona Air National Guard

Brig Gen – Brigadier General

CCAF – Community College of the Air Force

CCM – Command Chief Master Sergeant

CMSgt – Chief Master Sergeant

DAFSC – Duty Air Force Specialty Code

DoD – Department of Defense

DS – Director of Staff

EEO – Equal Employment Officer

EPP – Exceptional Promotion Program

FSS – Force Support Squadron

HRA – Human Resource Advisor

HRO – Human Resource Officer

JFHQ – Joint Force Headquarters

MSgt – Master Sergeant

MilPDS – Military Personnel Data System

NGB – National Guard Bureau

NCO – Non Commissioned Officer

NCOIC – Non Commissioned Officer in Charge

PME – Professional Military Education

RDS – Records Disposition Schedule

RIP – Report on Individual Personnel

SMSgt – Senior Master Sergeant

SNCO – Senior Non Commissioned Officer

TSgt – Technical Sergeant

UMD – Unit Manpower Document

USAF – United States Air Force

UTA - Unit Training Assembly

Attachment 2

REQUEST FOR AGR CONTROL GRADE

FORCE SUPPORT SQUADRON

MEMBER NAME: _____

GRADE REQUESTED: _____

UNIT OF ASSIGNMENT: _____

UMD POSITION NUMBER: _____ RIC CODE: _____

FSS APPROVAL: YES _____ NO _____

SIGNATURE OF FSS COMMANDER/SUPERINTENDENT: _____

AGR BRANCH

CONTROL GRADE AVAILABLE: YES _____ NO _____

VALID UMD POSITION: YES _____ NO _____

RECOMMEND APPROVAL: YES _____ NO _____

SIGNATURE OF AGR MANAGER _____

HUMAN RESOURCE OFFICER

RECOMMENDS APPROVAL: YES _____ NO _____

SIGNATURE OF HRO: _____

COMMANDER AZ ANG

RECOMMENDS APPROVAL: YES _____ NO _____

SIGNATURE OF COMMANDER AZ ANG: _____

JFHQ PERSONNEL CLERK

ORDER NUMBER: _____

RETURN THIS COMPLETED FORM WITH A COPY OF THE PROMOTION ORDER TO THE AGR BRANCH.

Attachment 3

Sample AGO Form 3, *Promotion Request* (page 1 of 2)

PROMOTION REQUEST			
PRIVACY ACT STATEMENT <small>AUTHORITY: Title 10 USC 12310, Statutory Tour: delegation by: as implemented by Air National Guard Instruction 36-2502, Promotion of Airmen PURPOSE: Provide information to Unit Commanders/Supervisors for required actions relating to promotions. ROUTINE USE: In addition to those disclosures generally permitted under 5 USC 552a(b) of the Privacy Act, these records or information contained therein may specifically be disclosed outside DoD as a routine use pursuant to USC 552a(b)(3) as follows: The Department of the Air Force "Blanket Routine Uses" set forth at the beginning of the Air Force's compilation of system of records notices apply to this system. DISCLOSURE IS VOLUNTARY: However, failure to provide requested information may delay member's promotion.</small>			
SECTION I - PERSONAL INFORMATION			
1. NAME (Last, First, Middle Initial): <input type="text"/>	2. GRADE: <input type="text"/>	3. SOCIAL SECURITY NUMBER: <input type="text"/>	
4. ORGANIZATION AND LOCATION: <input type="text"/>	5. PROMOTED TO GRADE: <input type="text"/>	6. AGR: Yes <input type="checkbox"/> No <input type="checkbox"/>	7. Deserving Airman <input type="checkbox"/> Unit Vacancy <input type="checkbox"/>
8. IS THE INDIVIDUAL IN COMPLIANCE WITH ANG FITNESS STANDARDS AS OUTLINED IN ANGI 10-248? Yes <input type="checkbox"/> No <input type="checkbox"/> Signature of Unit Fitness Program Manager (UFPM): <input type="text"/>			
9. NARRATIVE: EXPERIENCE (Military and Civilian): <input type="text"/>			
PARTICIPATION IN MILITARY/PROFESSIONAL ORGANIZATIONS: <input type="text"/>			
FOLLOWERSHIP/LEADERSHIP SKILLS: <input type="text"/>			
COMMUNICATION SKILLS: <input type="text"/>			
COMMUNITY INVOLVEMENT: <input type="text"/>			
SUMMARY: <input type="text"/>			

SECTION II - UNIT			
10. AUTH GRADE ON UMD: <div></div>	11. PAFSC: <div></div>	12. DAFSC: <div></div>	13. CAFSC: <div></div>
14. ATTENDANCE: SAT UNSAT <input type="checkbox"/> <input type="checkbox"/>	15. YEARS OF SAT: <div></div>	16. DOR: <div></div>	17. MOST RECENT PME & DATE COMPLETED: <div></div>
18. SUPERVISOR (Name, Grade, Title): <div></div>		19. SIGNATURE: <div></div>	
20. UNIT COMMANDER (Name, Grade, Unit, Title): <div></div>		21. SIGNATURE: <div></div>	22. DATE: <div></div>
SECTION III - MILITARY PERSONNEL FLIGHT			
23. PROMOTION ELIGIBILITY: ELIGIBLE NOT ELIGIBLE <input type="checkbox"/> <input type="checkbox"/>		24. UNIT MANNING GRADE: AUTH ASSIGN <div></div> <div></div>	
25. REASON (if not eligible): <div></div>			
26. CAREER ENHANCEMENT APPROVING OFFICIAL: <div></div>		27. SIGNATURE: <div></div>	28. DATE: <div></div>
29. RECOMMEND: APPROVAL DISAPPROVAL <input type="checkbox"/> <input type="checkbox"/>		30. REMARKS (if disapproved): <div></div>	
SECTION IV - APPLIES TO E-7'S AND ABOVE ONLY			
31. BOARD PRESIDENT (Name & Grade): <div></div>		32. SIGNATURE: <div></div>	33. DATE: <div></div>
34. WING COMMANDER (Name, Grade, Unit, Title): <div></div>		35. SIGNATURE: <div></div>	36. DATE: <div></div>

Attachment 4**ADDITIONAL PROMOTION BOARD STUDY MATERIAL (E-7 THROUGH E-8)****FOR MASTER SERGEANT (E-7)**

1. What are the Federal and State missions of the Air National Guard?
2. What is the difference between leadership versus managerial qualities?
3. Describe an instance where you have provided counseling to improve subordinate performance.
What do you feel the counselee and yourself gained from the session?
4. You are the supervisor of a TSgt who is not meeting ANG fitness standards.
How would you get the NCO to comply with the standards?
5. You are the supervisor of a junior NCO who has confided in you that he or she is having financial difficulties.
How would you assist the NCO?
6. Without naming names, tell us about the most difficult disciplinary action you had to perform on a subordinate.
How did the ANG or individual benefit from the action?
7. If you could directly influence Wing/Squadron policies, what changes would you initiate in order to increase morale and retention, and why?
8. What are your strengths?
Do you feel you have any weaknesses and if so, what steps are you taking to correct them?
9. In your own words, how do you define leadership?
And how does it work for you?
10. How is goal setting important to you, both personally and professionally?
What specific goals have you set for yourself in the ANG, and how can it benefit those around you?
11. How does encouragement and providing subordinates the opportunity to exercise creativity impact your personal success as an effective supervisor/manager within your unit?
How do you plan to encourage and reward such endeavors?
12. Describe a situation or event dealing with a co-worker (civilian or military), that you found very frustrating and tell us how you handled it.
What did you learn from this incident?

13. Do you feel a mentoring program would benefit the unit, and why?

(Benefits listed in ANGI 36-3401: enhance readiness, support organizational changes, improve management skills, develop and retain quality people, preserve historical knowledge, reduce training costs, develop 'whole system' knowledge, exposure to leadership levels, refine communication skills, increase productivity, leadership development, gain satisfaction from helping others, etc.)

14. Have you ever represented the Arizona Air National Guard at the state or national level?

15. What contributions do you feel you can make as a (MSgt) Senior Non Commissioned Officer (SNCO) that you were unable to make as a (TSgt)?

16. As a supervisor and manager how will you promote team building and teamwork in your section?

17. As you advance in rank, more is asked of you in a supervisory capacity.
Please explain to us your idea of supervision?

18. How have you demonstrated leadership?

19. What are your feelings about PME?

Tell us what PME has done for you. Include a discussion about in-residence versus correspondence.

How have you applied your knowledge gained from PME?

20. Are you currently involved with a continuing education program?

For example, taking classes at a community college, university, pursuing CCAF degree?

In what ways are you gaining self-improvement through education?

21. You are the section NCOIC on a UTA. One of your section supervisors is correcting one of their subordinates in a very loud voice in front of several other people.

What would you do and why?

22. You are the supervisor of an individual who has been working for you for over a year. You have a good working relationship with this individual, who is an excellent worker. Recently, the individual's performance drops, and he or she is consistently late.

How would you handle the situation?

23. If you could start your career over and you knew what you do now, what would you do differently?

24. As a supervisor, what would you do to improve PME enrollment and completion?

25. By what means would you bring out initiative in your subordinates?

26. What actions or techniques would you use to improve teamwork from subordinates?

27. How do you avoid overlooking important factors when making a decision?
How do you ensure you have assessed all the facts before making impact decisions?
28. What are the advantages, if any, to having subordinates participate in the decision-making process?
29. What short and long range goals have you set for yourself and what are you doing to make them a reality?
30. Successful leaders evaluate themselves and work on their shortcomings.
What do you see as your greatest challenge to becoming an effective leader and how are you working to meet it?
31. What is the Family Care Plan and who must have a plan in place?
32. As a manager, what are several motivators that you should provide to your subordinates to maintain enthusiasm and commitment in the workplace?
33. Delegation is about entrusting authority to others.
How do you determine what tasks to delegate to others?
34. What do you feel are important traits and experiences for a MSgt to have, and in what way do you meet these standards?
35. What improvements or recommendations for improvement have you made within your work center, section, flight, squadron, or group?
36. What specific things do you do to promote better customer service and customer relations with other units or sections on base?
37. Briefly describe any contributions you have made to the unit that demonstrate your ability and potential to become a good leader.
38. What steps would you take if you received conflicting directives by management?
39. Mentoring is a relationship in which a person with greater experience or wisdom guides another to a higher level of personal and professional excellence.
In what ways can you provide effective mentoring to your subordinates and how would you evaluate the success?
40. As a Senior NCO, what would *you* do if you detected a morale problem in your section?
41. You supervise an Airman you suspect has personal problems outside work that are affecting his or her job performance. Explain how you would go about correcting this problem.
42. Your new position in the organization will bring out either managerial or leadership skills.

Explain the difference between leadership and management?

43. As a new leader in the organization, you will be faced with changes that will initiate new ideas or programs.

How can you improve the implementation of changes within your section or unit?

44. As a Senior NCO, you'll develop a leadership style that capitalizes on your individual strengths.

What will you do to continue to develop your leadership skills and develop skills in other individuals?

45. Who is responsible for government property in the possession of the Air Force?

In what ways are you working to prevent fraud, waste and abuse in the ANG?

46. Airmen will follow a knowledgeable and competent person.

How would you work to gain the trust and confidence of your subordinates?

47. Please give examples of where or how you played a key role in making changes or improvements to policies or procedures at any level?

48. What would you do if an impactful decision needs to be made with a short suspense and no specific direction has been established?

49. Senior NCOs are responsible for leadership and developing personnel under their supervision into a cohesive team.

How would you ensure a team is capable of meeting any challenge and effectively accomplishing mission requirements?

50. How can Senior NCOs establish and maintain rapport and communication with subordinates to remain attuned to their needs?

51. The successful leader objectively and critically considers the consequences before taking action.

What are some of the things you would consider before taking action?

52. What information sources are you familiar with that enable you to perform your tasks within your AFSC skill set and additional duties?

53. What are the Air Force Core Values and what is their purpose?

54. You are the supervisor of an Airman who approaches you about filing an EEO complaint.

How would you assist him or her?

FOR SENIOR MASTER SERGEANT (E-8)

1. What is the difference between leadership and managerial qualities?
2. You are the supervisor of a TSgt who is not meeting ANG fitness standards.
How would you get the NCO to comply with the standards?
3. Without naming names, tell us about the most difficult disciplinary action you had to perform on a subordinate.
How did the ANG or individual benefit from the action?
4. If you could directly influence wing policies, what changes would you initiate in order to increase morale and retention, and why?
5. What are your strengths?
Do you feel you have any weaknesses and if so, what steps are you taking to correct them?
6. In your own words, how do you define leadership?
And how does it work for you?
7. How is goal setting important to you, both personally and professionally?
What specific goals have you set for yourself in the ANG, and how can this benefit those around you?
8. Have you ever attended the Senior NCO Conference?
What are your feelings about the Senior NCO Conference?
9. Describe a situation or event dealing with a co-worker (civilian or military), that you found very frustrating and tell us how you handled it.
What did you learn from this incident?
10. Do you feel a mentoring program would benefit the unit, and why?
(Benefits listed in ANGI 36-3401: Enhance readiness, support organizational changes, improve management skills, develop and retain quality people, preserve historical knowledge, reduce training costs, develop 'whole system' knowledge, exposure to leadership levels, refine communications skills, increase productivity, leadership development, gain satisfaction from helping others, etc.)
11. If you could start your career over and you know what you do now, what would you do differently?
12. As a supervisor, what would you do to improve PME enrollment and completion?
13. If you were directed to make a mandatory reduction in the number of your personnel by force management, how would you see that the mission gets done?

14. The human factor is crucial to successful team management.

What motivational tools have you used to elicit enthusiasm and commitment from your subordinates?

15. You receive a memo from your supervisor on a new procedure pending adoption by your department. The memo contains explicit directions on how to perform this procedure. You do not think the procedure is necessary, and you totally disagree with the way it is to be done. The procedure is to be adopted immediately, but your supervisor is on vacation and will not return for two weeks.

How would you handle this situation?

16. As a Senior NCO, you will assist the commander in managing unit activities and providing general supervision over assigned enlisted personnel.

Can you name some of the areas in which you might influence or guide enlisted personnel?

17. Motivating people is a difficult task. A proven motivational method or technique is to fulfill an individual's personal needs. For example, "belonging" or being part of a group provides a sense of comfort and security.

Please give other examples of methods that can be used to satisfy an individual's personal needs and thus prove to be motivational.

18. You are friends with a disgruntled person (poor attitude) who is up for reenlistment.

Do you encourage him or her to stay in, and if so, how?

19. An Airman requests to see you during a drill weekend and confides in you that he or she is having thoughts of suicide. How can you help someone who is contemplating suicide?

20. What are the requirements for an individual to meet a Deserving Airman Promotion Board to MSgt?

21. Explain the single most important leadership challenge that confronts NCO leadership and how you would approach it?

22. Leadership and management are two distinct and complimentary systems of action. Each has its own function and characteristic activities, and both are necessary for success in an increasingly complex environment.

Can you briefly describe what leadership and management are about?

23. If promoted, interaction with your section personnel and senior leadership will continue to be very important.

What will your immediate short-term goals be?

24. All sections are responsible for working on and completing several projects at a given time. Provide examples of strategies you would implement to succeed at multi-tasking.

25. There may be an incident where you do not agree with your supervisor's decision.

Discuss how you will approach the situation.

26. How would you handle a situation where a co-worker became verbally aggressive and confrontational with you in front of your peers?

27. Describe your experience with the various computer programs/systems available to perform your work-related duties as a supervisor/leader.

28. What are the Air Force Core Values and what is their purpose?

29. You are the supervisor of an Airman who approaches you about filing an EEO complaint. How would you assist him or her?

Attachment 5

EXCEPTIONAL PROMOTION PROGRAM CHECKLIST

Name: _____ Rank: _____

UMD Rank: _____

Position nominated for (circle one): SMSgt (E-8) CMSgt (E-9)

Supervisors, Commanders, and FSS will ensure the nominee understands and meets all criteria requirements prior to submitting the promotion package.

1. Nominee meets the following promotion criteria:

☐ Nominee is a Drill Status Guard member. IAW ANGI 36-2502, Military Technicians (including Temporary Technicians) and AGR (including Occasional AGR) personnel are not eligible for promotion under EPP.

☐ Nominee is not excess to a unit manpower document position equivalent to his/her present grade and must/will not be assigned excess or become excess within the subsequent three years following promotion.

☐ Nominee meets the minimum time-in-grade, time-in-service, and AFSC skill-level requirements for promotion to the next higher grade, as stipulated in ANGI 36-2502.

☐ Nominee is fully qualified in his/her DAFSC at time of submission.

☐ Nominee has completed the USAF Senior NCO Academy. (Correspondence / In-Residence)

☐ Nominee is within three years of qualifying for a reserve retirement, having at least 17 years satisfactory service.

☐ Nominee has three years of retainability prior to mandatory separation and must agree to remain in the ANG for the three years subsequent to promotion.

☐ Nominee has agreed to transfer to the Retired Reserve or be discharged on the third anniversary of the promotion unless the unit assigns the member to a valid position vacancy equivalent or higher than the member's grade.

2. Nomination package includes:

☐ Completed AF Form 1206 addressing categories as outlined in ANGI 36-2502

☐ Current biography as outlined in ANGI 36-2502

- ☐ MilPDS Records Review Report, Individual Person (RIP)
- ☐ Completed AZ Exceptional Promotion Program (EPP) Checklist
- ☐ Wing CCM's Letter of Recommendation with Wing CC endorsement
- ☐ Current Fitness Score Sheet
- ☐ Statement of Understanding as outlined in ANGI 36-2502
- ☐ Official Air Force photo

Date: _____

Individual's Signature: _____

Supervisor's Signature: _____

Squadron First Sergeant's Signature: _____

Squadron Commander's Signature: _____

Wing Command Chief Master Sergeant's Signature: _____

Wing Commander's Signature: _____

FSS Coordination: _____